Unilever

INVESTOR EVENT

2026



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Further details of potential risks and uncertainties affecting the Group are described in the Group's filings with the London Stock Exchange, Euronext Amsterdam and the US Securities and Exchange Commission, including in the Annual Report on Form 20-F 2025 and the Unilever Annual Report and Accounts 2025.

INVESTOR EVENT 2026

01	A PUREPLAY HPC	Fernando Fernandez, CEO
02	DESIRE AT SCALE	Unilever Leadership
03	LEADING PERFORMANCE	Srini Phatak, CFO
04	CLOSE AND Q&A	Fernando Fernandez and Unilever Leadership

1

A TRANSFORMED BUSINESS

2

SHARPER, SIMPLER FOCUSED

3

DESIRE AT SCALE

4

POWER BRANDS

5

A FAST-GROWING GEOGRAPHIC FOOTPRINT

6

GLOBAL STRATEGY LOCAL EXECUTION

1

A TRANSFORMED BUSINESS



2

SHARPER, SIMPLER FOCUSED



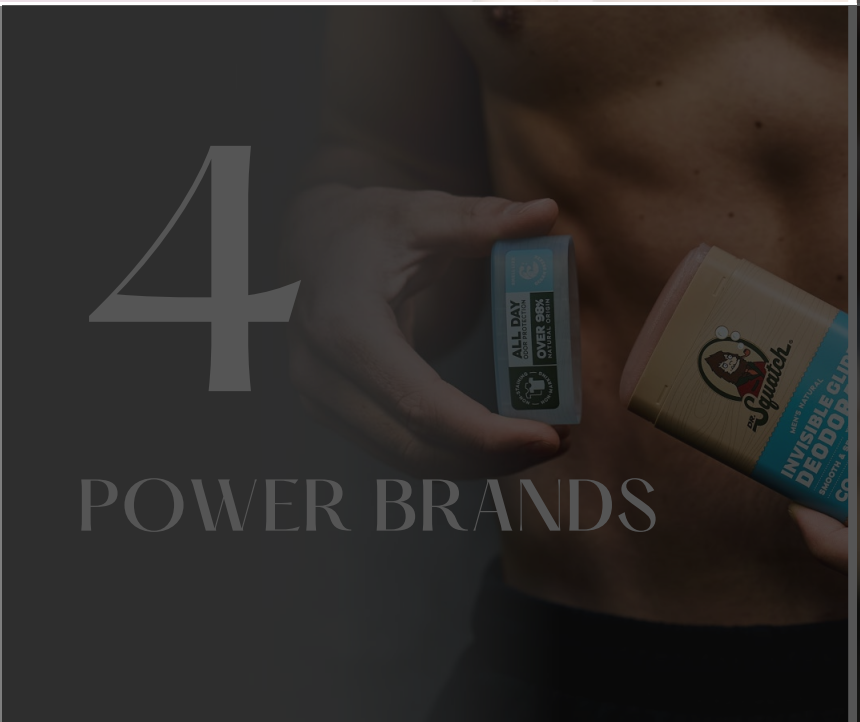
3

DESIRE AT SCALE



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POWER BRANDS



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A FAST-GROWING GEOGRAPHIC FOOTPRINT



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GLOBAL STRATEGY LOCAL EXECUTION



A PROFOUND TRANSFORMATION



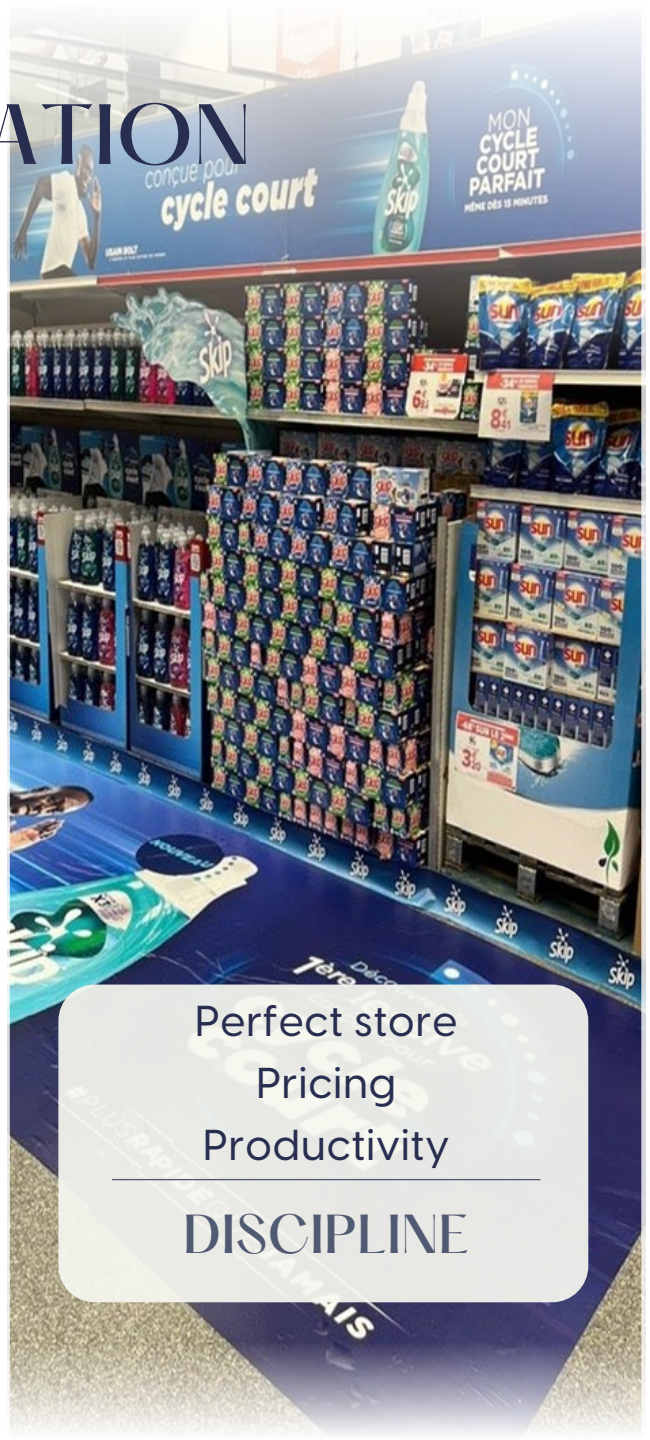
Pureplay HPC
Power Brands
Premium

PORTFOLIO



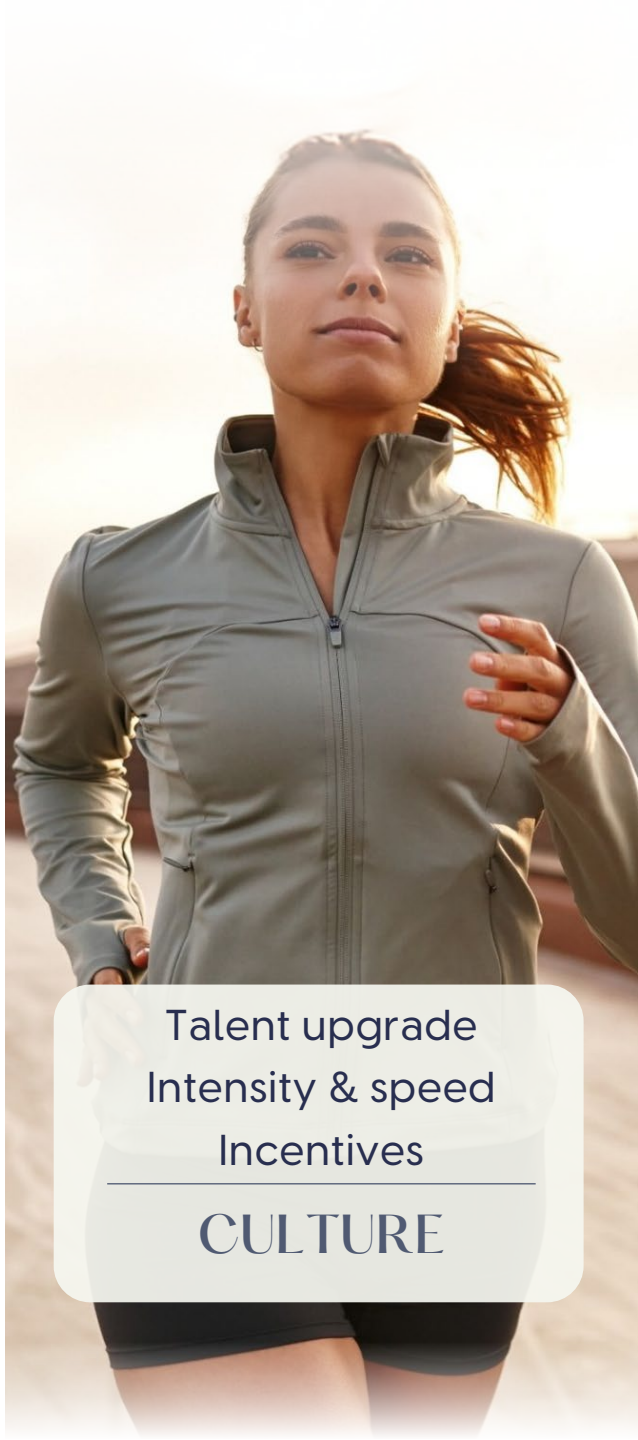
SASSY brands
Influence at scale
Integrated content

DESIRE AT SCALE



Perfect store
Pricing
Productivity

DISCIPLINE



Talent upgrade
Intensity & speed
Incentives

CULTURE

STRONG PERFORMANCE THROUGHOUT

BRAND EQUITY

~65%

of turnover strengthening [1]

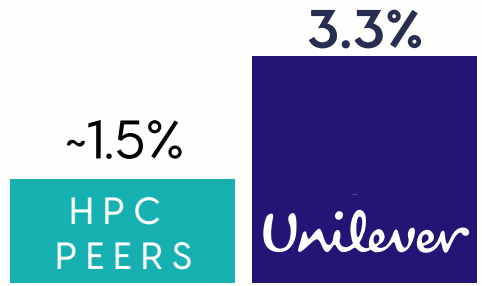
INVESTMENT

+€2 bn

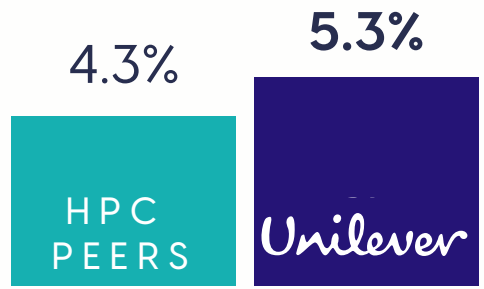
Brand & Marketing Investment vs. 2021 [1]



VOLUME GROWTH



EARNINGS PER SHARE



1 Pro forma based on 2025 reported Unilever financials for HPC + India Foods
2024–H1 2026 peer volume per company information; TO-weighted; peer EPS 2024–H1 2026 calculated on a USD basis
11 Peers: Beiersdorf, Church & Dwight, Clorox, Colgate-Palmolive, Estee Lauder, Haleon, Henkel, Kimberly-Clark, L'Oreal, P&G, Reckitt

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GLOBAL STRATEGY LOCAL EXECUTION

BALANCED ACROSS HPC



33%

BEAUTY & WELLBEING



34%

PERSONAL CARE



30%

HOME CARE

Pro forma based on 2025 reported Unilever financials for HPC + India Foods

SHARPER AND COHESIVE









1

R&D foundation

~90%

Shared materials

1

Demand Creation Model

>90%

Shared routes to market

Pro forma based on 2025 reported Unilever financials for HPC + India Foods

LEADING POSITIONS IN ATTRACTIVE VERTICALS

#2 BPC
Business globally

#1 Home Care
Business in emerging markets

~90%
of revenue in #1 or #2 positions[1]



~+300bps
HPC vs. non-HPC global category growth 2022–2025[2]

[1] #1 or #2 based on 322 category/country market share cells
[2] Euromonitor

SIMPLER

FEWER VERTICALS

16
in 2022

10
HPC 2026

FEWER BRANDS

~370
in 2022

~180
HPC 2026

FEWER SKUS

(40)%
2026 vs. 2022



2022 includes Ice Cream and Foods

FOCUSED

>65%
of turnover

Top 10 markets

Top 15 brands

Top 60 cells



Pro forma based on 2025 reported Unilever financials for HPC + India Foods



1

A TRANSFORMED BUSINESS



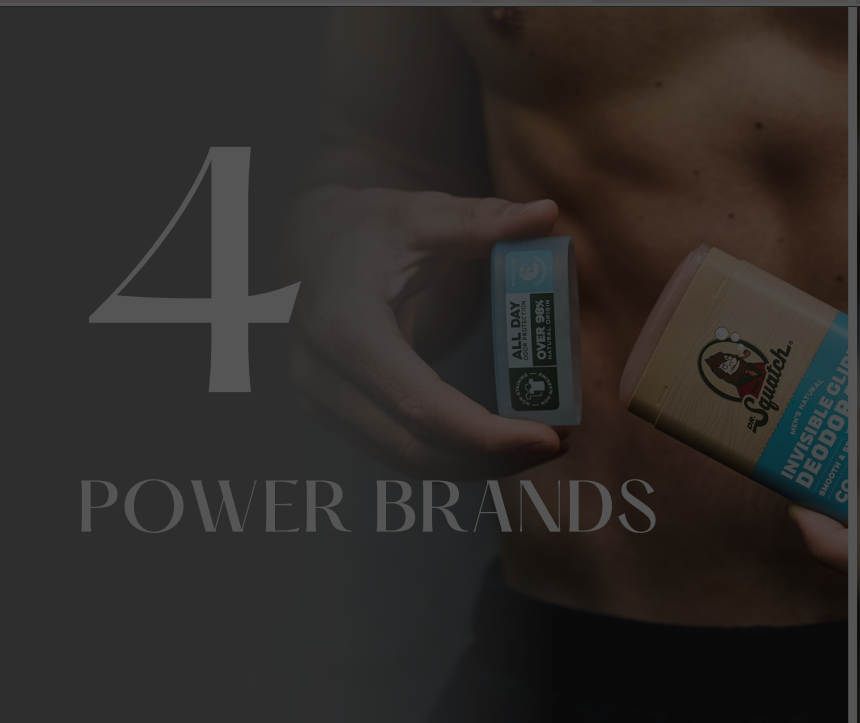
2

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GLOBAL STRATEGY LOCAL EXECUTION

4 BELIEFS DEFINE THE WHAT AND HOW OF OUR BRANDS



WELLNESS



SASSY



AUTHORITY



EXECUTION

WELLNESS AS A SECULAR TREND







Look better

BODY

Feel better

MIND

Live better

HOME

THE NORTH STAR OF OUR INNOVATION

BIOLOGICAL AGEING



METABOLIC REVOLUTION



MEDICAL-GRADE



BODY RESHAPING



EXPERIENCE & PLEASURE



ENVIRONMENTAL SHIELDS



HOME AS A HAVEN



SASSY INJECTS DESIRABILITY AND MODERNITY

SUPERIORITY & INNOVATION

- SCIENCE
- AESTHETICS
- SENSORIALS



SOCIAL-FIRST DEMAND

- SAID BY OTHERS
- YOUNG SPIRITED

AUTHORITY SYSTEMS INCREASINGLY BUILD PERSUASION



SOCIAL

Creators, communities, advocates

PROFESSIONAL

Experts, practitioners, services

AGENTIC

Search, algorithms, AI recommendations

EXECUTION WINS THE STORE





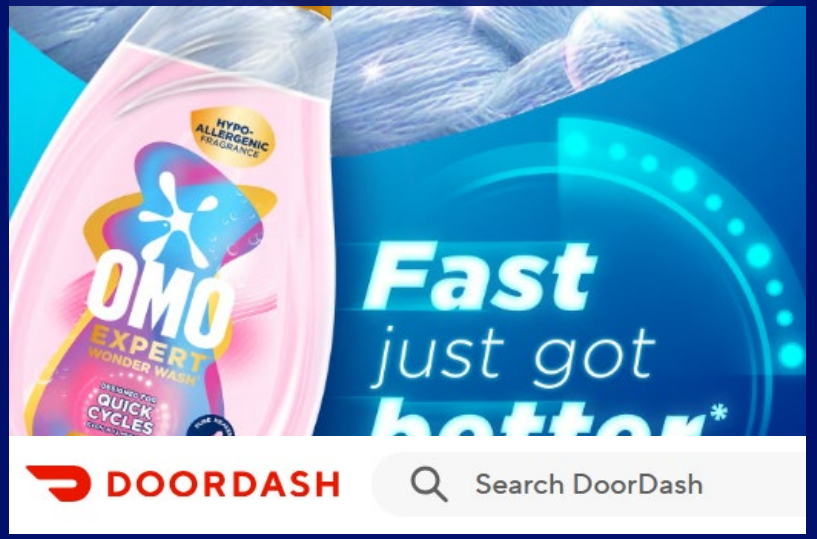
PHYSICAL RETAIL

SPECIALIST CHANNELS

OMNICHANNEL

DIGITAL, QUICK & SOCIAL COMMERCE





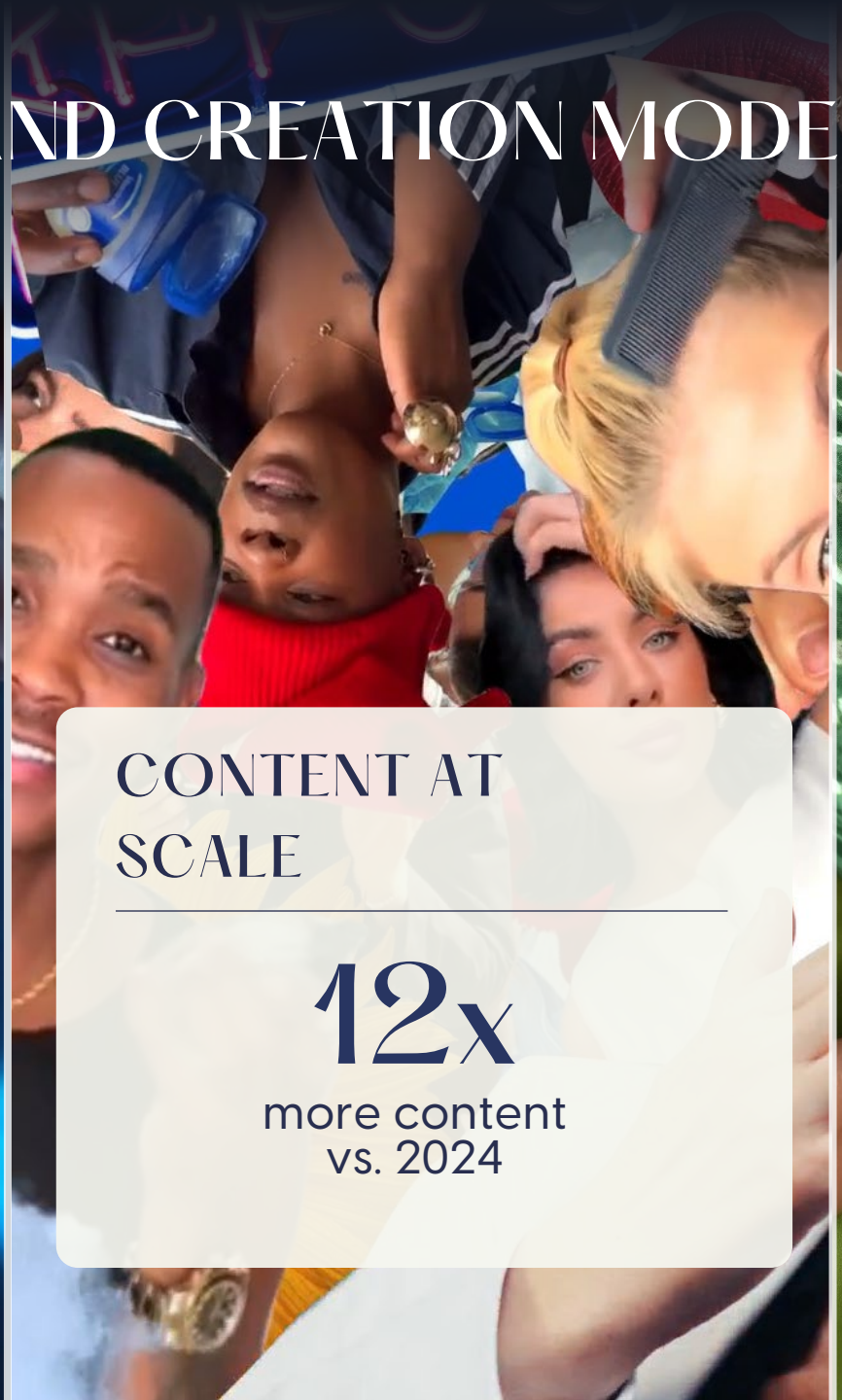


AI ENABLES DEMAND CREATION MODEL



SHORTER INNOVATION CYCLES

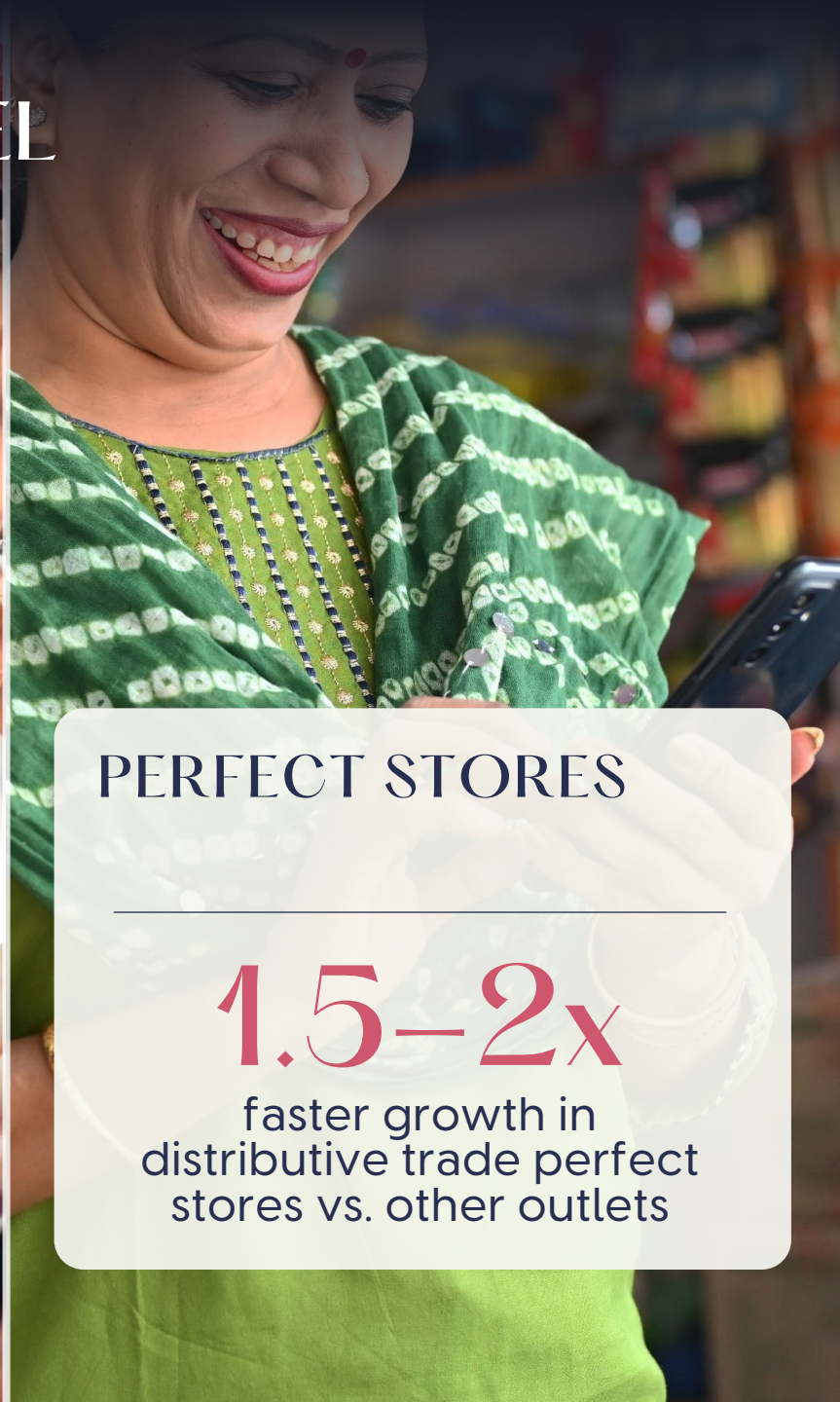
~3 years → <12 months



CONTENT AT SCALE

12x

more content
vs. 2024



PERFECT STORES

1.5–2x

faster growth in distributive trade perfect stores vs. other outlets

1

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GLOBAL STRATEGY LOCAL EXECUTION

MARKET LEADERS

Dove
Vaseline
sunsilk
Rexona
DIRT IS GOOD

DIGITAL DISRUPTORS

LIQUID I.V.
grüns
K18 BIOMIMETIC HAIRSCIENCE
HOURGLASS
Dr. Squatch
OLLY

GLOBAL/REGIONAL POTENTIAL



PREMIUMISATION



ADJACENCIES



WITH POTENTIAL TO TRAVEL

~80%
of Unilever 2026 turnover

4.4%
UVG 11 quarters 2024–2026 YTD

+600
gross margin bps vs. non-Power Brands

Dove
DIRT IS GOOD
Rexona
>40 countries

Vaseline
CLEAR
TRESemmé
AXE
Cif
Comfort
Pepsodent
30 to 39

dermalogica
sunsilk
Radiant
LUX
Sunlight
Domestos
POND'S
10 to 29

LIQUID I.V.
grüns
PAULA'S CHOICE
HOURGLASS
OLLY
K18 BIOMIMETIC HAIRSCIENCE
DR. Squatch
NUTRAFOL
< 10

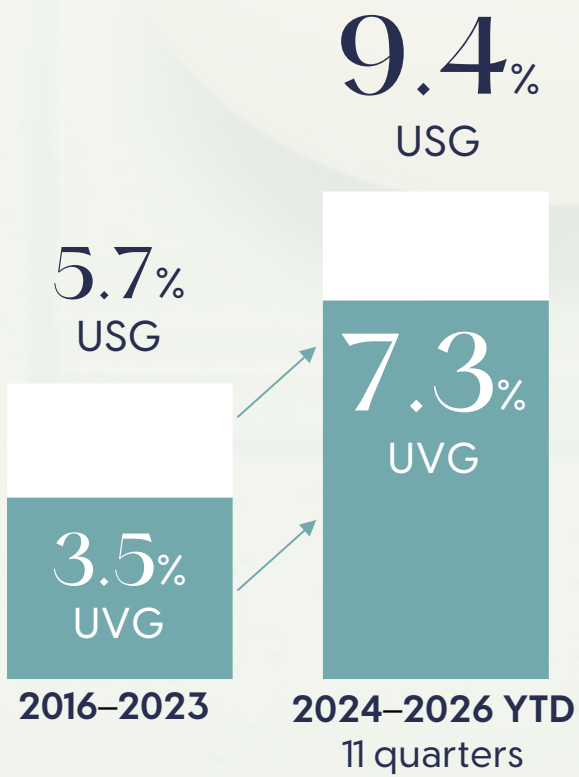
Pro forma based on reported Unilever financials for HPC + India Foods
Gruns is pictured but not in USG calculation

DOVE: OUR BLUEPRINT FOR BRAND BUILDING

>17%
of Unilever 2025 turnover

~€7 bn
2025 turnover

UNDERLYING GROWTH





Pro forma based on 2025 reported Unilever financials for HPC + India Foods

MASSIVE POTENTIAL

HAIR EVERYWHERE

~18% of Dove sales [1]

~16%

Dove Hair growth[2]

DOVE MEN EVERYWHERE

~14% of Dove sales [1]

~10%

Dove Men growth[2]

INDIA

~5% of Dove sales [1]

>25%

Dove India growth[2]



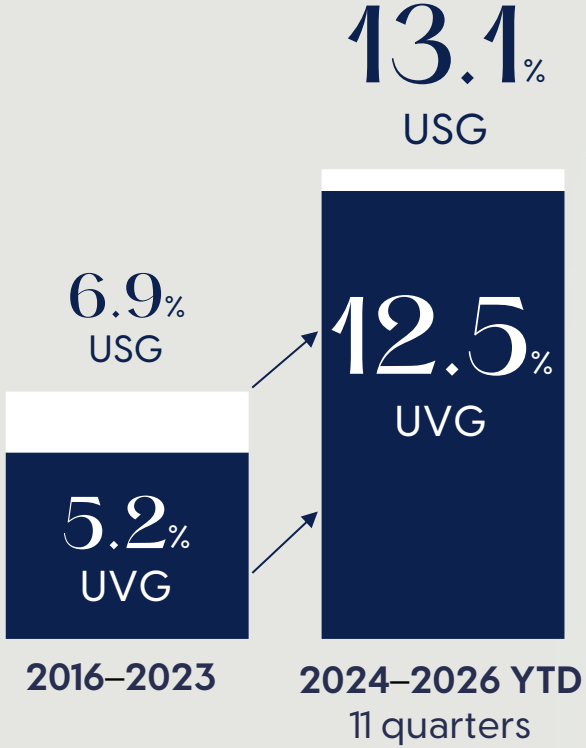
1 2025 Fiscal Year
2 2026 YTD

VASELINE SHOWS THE REPEATABLE MODEL

>3%
of Unilever
2025 turnover

~€1.3bn
2025
turnover

UNDERLYING GROWTH





Pro forma based on 2025 reported Unilever financials for HPC + India Foods

MASSIVE POTENTIAL

LIGHT SENSORIALS

~15% of Vaseline sales [1]

~11%

Gluta-Hya growth[2]

LIPS

~14% of Vaseline sales [1]

~12%

Lip growth[2]

AFRICA

~12% of Vaseline sales [1]

~20%

Vaseline Africa growth[2]



1 2025 Fiscal Year
2 2026 YTD

ACCELERATING CATEGORY LEADERS



Powders → Liquids



Cleansing → Fragrance



Efficacy → Clinical



Multi-purpose → Specialist

SCALING DIGITAL DISRUPTORS



MARKET MAKING



SOCIAL FIRST



CLINICAL PROOF



INTERNATIONAL

K18 PROVES THE MODEL

€115m

2023 turnover
(acquired Feb 2024)

€240m

trailing 12-month
turnover



1

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A FAST-GROWING GEOGRAPHIC FOOTPRINT

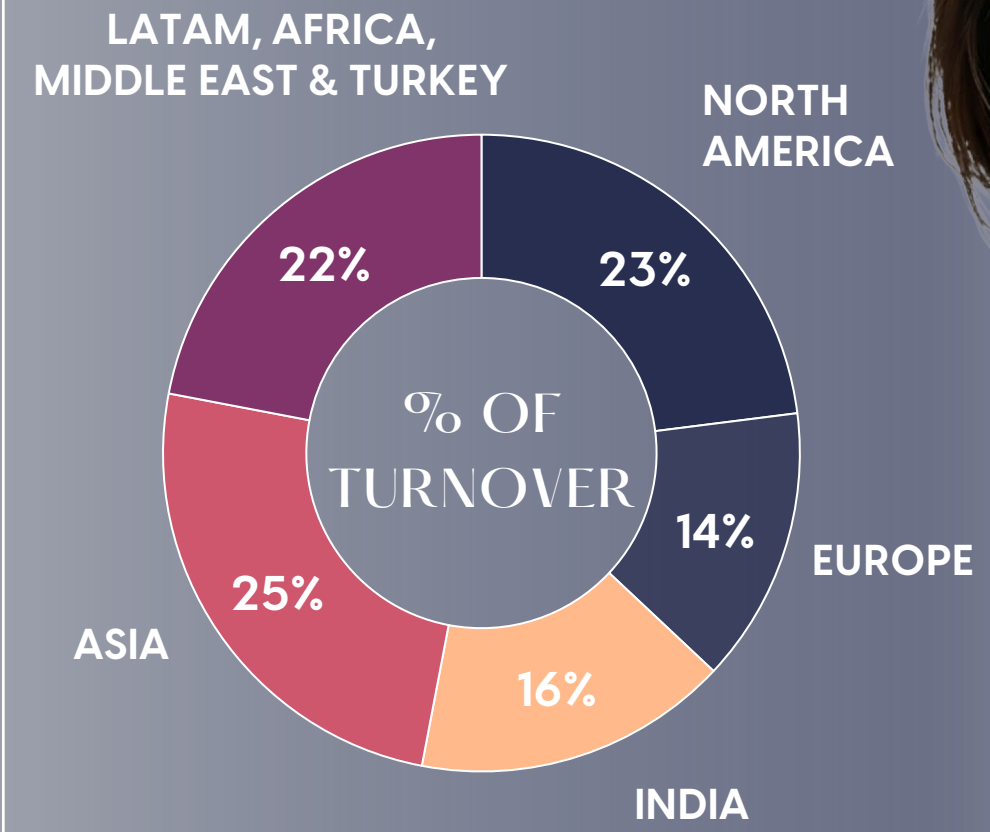
6

GLOBAL STRATEGY LOCAL EXECUTION

LEADING POSITIONS IN HIGHER-GROWTH MARKETS

62%
Emerging Markets

>95%
#1 or #2 positions in EMs





Pro forma based on 2025 reported Unilever financials for HPC + India Foods; Asia includes ANZ

A SUPERIOR GROWTH FOOTPRINT IN THE US

22%

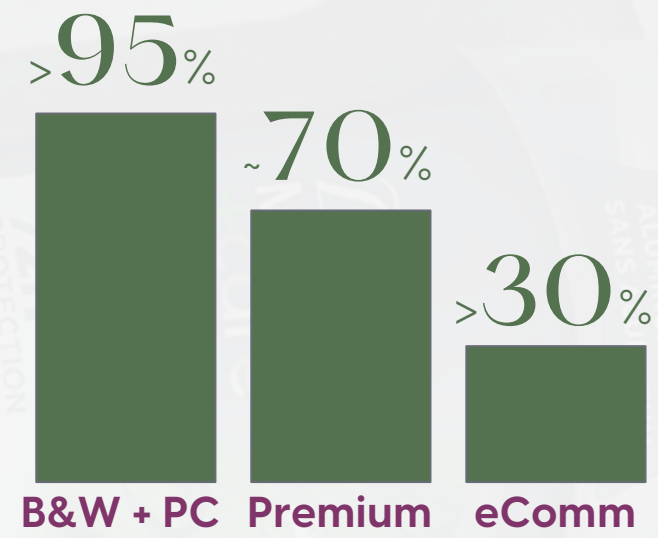
of Unilever's 2025 turnover

€8.5bn

turnover in 2025

PREMIUM, DIGITAL PORTFOLIO

% of 2025 turnover



VOLUME-LED GROWTH

11 quarters | 2024–2026 YTD



Pro forma based on 2025 reported Unilever financials for HPC + India Foods

REPLICATING THE US MODEL IN EUROPE

HIGHER GROWTH

+100 bps

category growth exposure in Europe [1]

MORE FOCUSED

>50%

of turnover in top 3 European markets [1]



STRONG POSITIONS

82%

of sales in #1 or #2 market share positions in Europe [2]



[1] Pro forma based on 2025 reported Unilever financials for HPC + India Foods
[2] 2025 Market Data

EMERGING MARKETS ARE RESILIENT

GROWTH

2x middle-class households by 2035

~90% of urban population growth in Asia & Africa by 2050 [2]

- Rapid urbanisation
- Significant female entry into the labour force

RESILIENCE

2x GDP growth vs. advanced economies [1]

~30% lower public debt vs. advanced economies; 76% vs. 108% [1]

>2x FX reserve coverage of external debt vs. 1999 [3]

~60% fewer sovereign & banking crises since 2000 vs. 1980–1999 [3]



[1] IMF World Economic Outlook, Oxford Economics
[2] UN Department of Economic and Social Affairs
[3] World Bank

INDIA: OUR EMERGING MARKET BLUEPRINT



PORTFOLIO

Every consumer

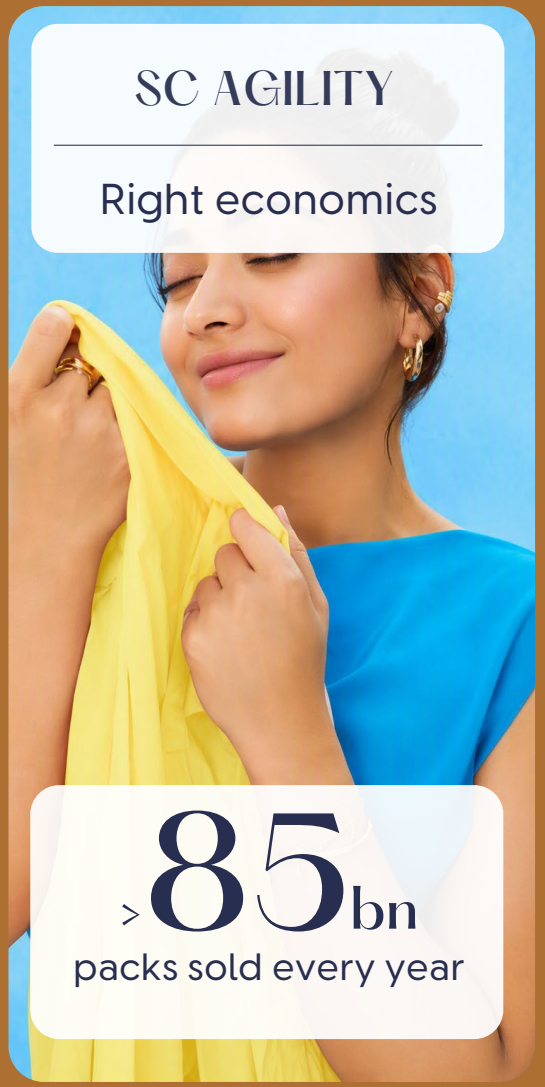
~4x
market share vs. nearest competitor[1]



OMNICHANNEL

Every store

+9m
retail outlets



SC AGILITY

Right economics

>85bn
packs sold every year

PROVEN AT SCALE

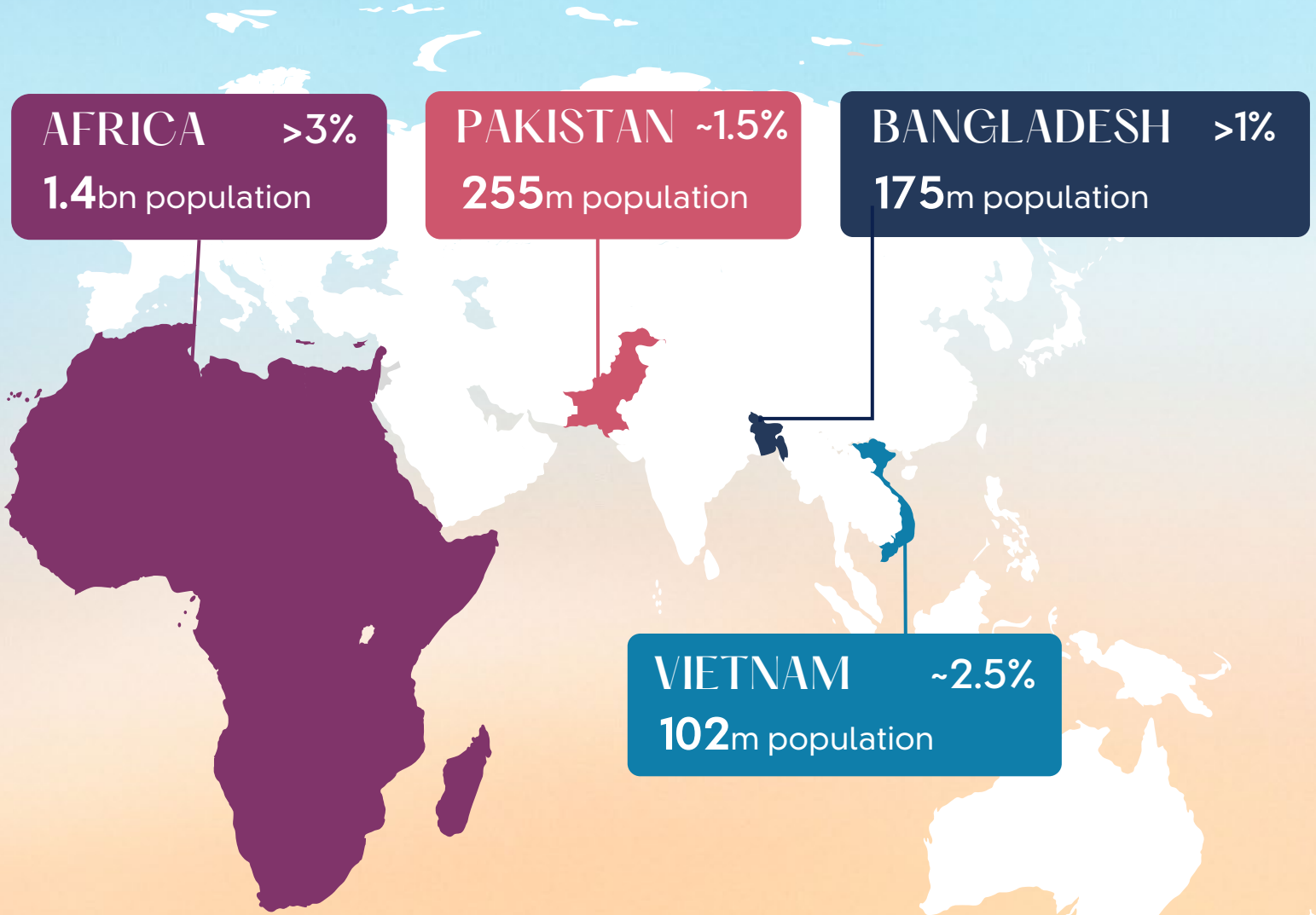
€6.3bn
2025 turnover

16%
of Unilever 2025 turnover

>4x
operating cash flow since 2014

1 Average across Hair, Skin, Skin Cleansing, Laundry, Dishwash, Lifestyle nutrition

BEING ROLLED OUT IN NEW FRONTIER MARKETS



~9%

of Unilever 2026 turnover

- #1 market positions
- >55% of global population growth to 2030[1]
- Urbanisation
- Purchasing power expansion

Pro forma based on 2025 reported Unilever financials for HPC + India Foods; 9% 2026 forecast
1 Euromonitor

WEST TO EAST. EAST TO WEST.

WEST

- New premium portfolio
- Digital capabilities
- Omnichannel
- Integration with leading retailers

38%

of turnover[1]



EAST

- Market making
- Social commerce
- Quick commerce

62%

of turnover[1]

[1] Developed Market and Emerging Market TO; Pro forma based on 2025 reported Unilever financials for HPC + India Foods

DEVELOPED MARKETS BUILD GLOBAL BRANDS

GLOBAL POWERHOUSES

Dove

>25%

India growth
2026 YTD

DIGITAL DISRUPTORS

OLLY

~15%

of brand sales in
China FY 2025

PREMIUM INNOVATIONS

DIRT IS GOOD

>40

Wonder Wash markets
in less than 3 years



DEVELOPED MARKETS BUILD CAPABILITIES WITH MAJOR RETAILERS



OMNICHANNEL RETAIL

Market making at national scale

>10%

POS CAGR at Walmart since 2024 [1]

Walmart

CONNECTED COMMERCE

Discovery – Conversion – Agentic

~20%

POS CAGR at Amazon since 2024 [1]

amazon

[1] 2024–2026 YTD point of sale market data

EMERGING MARKETS LEAD NEW COMMERCE MODELS

SOCIAL COMMERCE

Content to commerce at scale

~40%

USG CAGR on Douyin China since 2024

抖音



QUICK COMMERCE

Service at speed

~55%

USG CAGR in India Quick Commerce since 2024

Q-COMM

Pro forma based on 2025 reported Unilever financials for HPC + India Foods

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GLOBAL STRATEGY LOCAL EXECUTION

GLOBAL STRATEGY

multi-year resource allocation

DIRT IS GOOD · LIQUID I.V.

Insights & foresight

Dove · LUX · Vaseline

Science & technology

Rexona · Comfort · K18 BIOMIMETIC HAIRSCIENCE

Portfolio convergence

cif · Dr. Squatch · sunsilk

Power Brands

OLLY · dermalogica · grüns



LOCAL EXECUTION

in-year performance



Country end-to-end P&L

Social marketing

Channels & customers

Supply chain operations

FOCUSED MARKETS ORGANISATION

ANCHOR MARKETS

~40%

of turnover

FOCUS MARKETS

18

~45%

of turnover

OTHER CLUSTERS

10

~15%

of turnover



Pro forma based on 2025 reported Unilever financials for HPC + India Foods

6 PERFORMANCE UNITS. END-TO-END OWNERSHIP.

NORTH AMERICA

~23%

% of Unilever

INDIA

~16%

% of Unilever

NORTH EAST ASIA

~11%

% of Unilever

EUROPE

~14%

% of Unilever

SOUTH ASIA PACIFIC

~14%

% of Unilever

LATAM, AFRICA, MID. EAST & TURKEY

~22%

% of Unilever



Pro forma based on 2025 reported Unilever financials for HPC + India Foods

LED BY AN EXPERIENCED EXECUTIVE TEAM



FERNANDO FERNANDEZ

Chief Executive Officer



SRINIVAS PHATAK

Chief Financial Officer



EDU CAMPANELLA

Corporate Strategy Officer



MAIRÉAD NAYAGER

Chief People Officer



PRAKASH KAKKAD

Chief Legal Officer & Corporate Secretary



RICHARD SLATER

Chief R&D Officer



WILLEM UIJEN

Chief Supply Chain Officer



LEANDRO BARRETO

Chief Growth & Marketing Officer



PRIYA NAIR

President Hindustan Unilever



BENJIE YAP

President South Asia Pacific



ASEEM PURI

President North East Asia



REGINALDO ECCLISSATO

President LATAM, Africa, Middle East & Turkey



HERRISH PATEL

President Europe

External Appointment

President North America

CONSISTENT, TOP-TIER PERFORMANCE



4–6%
Underlying sales growth

>2%
Underlying volume growth

HIGH TEENS
ROIC

BROAD-BASED

COMPETITIVE

CONSISTENT

Unilever

01

STRATEGY & PORTFOLIO ARE SET

02

ELEVATED BRANDS WITH MOMENTUM

03

COMMERCIAL & OPERATIONS MACHINE

04

CONSISTENT, TOP-TIER PERFORMANCE

Unilever

NOW SEE IT IN ACTION

2026

